

ADM-3

DD/R-556-63

2 April 1963

MEMORANDUM FOR: Members, DD/R Career Service Board
SUBJECT: Annual Competitive Evaluations
REFERENCE: DD/R Directive 20-1, 19 February 1963

1. In accordance with the provisions of the referenced Directive, the DD/R Career Service Board will insure compliance with the principle of competitive evaluations in the several panels within the DD/R. The Board will itself conduct annual evaluations for those personnel coming under its cognizance as provided in the referenced Directive.

2. Procedures.

a. Prior to a scheduled meeting at which time competitive ratings will be established, each Board member will be given a proportional share of personnel folders on individuals from components other than his own for review. At the Board meeting there will be a case by case review of the individuals to be rated and each member shall be prepared to recommend a rating on each of the individuals assigned to him. Following such discussion as may be warranted, a Board rating representing the consensus of opinion or majority opinion, will be established.

b. The following alphabetical ratings will be used:

- A - Outstanding
- B - Excellent
- C - Good
- D - Adequate

Addressees:
Colonel Giller
Colonel Ledford
Mr. Miller

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In the establishment of this rating the primary objective is the establishment of a total assessment of the individual's value to the organization and potential for future growth and assignment. Within this context it must be recognized that there may be considerable variation from the most recent Fitness Report which is the measure of performance on a specific task for a specific period of time as contrasted to the competitive rating which is a total assessment.

c. Criteria to be used in the over-all evaluation of an individual is listed below. It is not intended that all of the criteria listed must be evaluated or should consideration necessarily only be limited to these factors.

(1) Formal education, experience, and attitude toward organization and associates.

(2) Individual characteristics; i.e., job motivation, cooperation, flexibility, perseverance, initiative, resourcefulness, and imagination.

(3) Strengths; i.e., oral and written presentation, timely completion of assignments, and over-all ability.

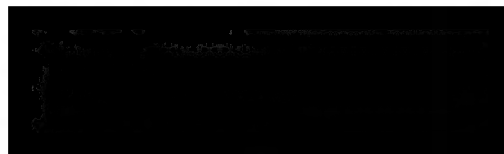
(4) Actual and potential capabilities; i.e., supervisory, analytical, staff, liaison, and administrative.

d. I am proposing the above approach and philosophy instead of a competitive ranking. I do not believe that we will need for quite some time to come to rack up our people in a promotion order, and as long as we have grouped our personnel in these various groupings of relative value and potential, we will have established a good basis for promotion actions, reassignments, developmental opportunities, training, etc. Such evaluations done thoroughly and carefully can provide a very useful personnel management device for guidance in virtually any type of personnel considerations. I believe it is particularly expedient to pay close and continuing

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attention to the A and D groups. Those that have been surfaced as outstanding should be the obvious source of future leaders and specialists worthy of continued development and placing into responsible positions by their supervisors. The D group, on the other hand, suggests a category of personnel who may not be properly utilized or need special assistance, possibly some specialized training or it may be determined after careful analysis that reassignment to other parts of the Agency or separation would be in the best interests of both the individual and management. In other words, this is a weak group and as such should either be strengthened or the question answered as to whether they could better be replaced.

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Chairman
DD/R Career Service Board

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DDR [Redacted] 6561:bb (2 Apr 63)

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